

MEMORANDUM FOR:

DD To: J ODP
39

Some good observations from Bernie,
though we disagree on expanding
Interim SAFE. Then again, perhaps
not, since his concern is with possible
delay and we would do it in parallel
with the existing and continuing
SAFE effort. Para 5 speaks to our
"expectations" in ORP.

Date

J 4/4

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5-75 EDITIONS

Pls return.

11 April 1980

MEMORANDUM FOR: Bruce T. Johnson

STATINTL FROM: [REDACTED]

SUBJECT: Some Passing Comments

1. I do not find either document (Observations on CIA's Effort in Developing Analytical Methodologies and Options for SAFE) very critical of ORD. I am certain that Office would concur in the weaknesses observed in the Intelligence analysis methodology and evaluation of analysts are not easy problems. The Director of Research and Development and the Chief of the Analytical Methodologies Division should have this material brought to their attention with the view of opening or extending a dialog between them and the SAFE program office. If deemed useful, I could contribute to the interface. The relationship between ORD and ODP on SAFE related matters should be the relationship of a research organization to that of a system development organization. (I hesitate to use the expressions R&D and D&E, for obvious reasons.) I've taken the opportunity to "stick in my two cents worth" of observations on some of the recommendations of the STAP. Forgive me if I've gone too far.

2. Section Two (Strengthening the SAFE Management) of the paper: Options for SAFE advocates an Advisory Council on Technology (ACT) in order to provide guidance on Technology and R&D for Intelligence related to SAFE enhancements. I advise against this approach as it proceeds outside of the best management approach to such problems. All systems are faced with changing environments and modified requirements. Mechanisms exist within present management practices to address this. OD&E has adopted a two-tiered approach. First, the program office monitors and addresses changes in system requirements for possible incorporation into existing systems. Possibly a new system definition will evolve within the program office leading to a separate program development. The second tier within OD&E is represented by the Systems Analysis Group where new system concepts are spawned. A third tier, used in the past, was separate R&D efforts addressed within ORD. The benefits of these approaches are:

- a. Positive line management direction to development efforts.
- b. Assurance of effective communication and cooperation between organizational elements. It should be noted that "outside expert advice" is seldom "helpful" because it is outside and just advice and not supported by contributing efforts or responsibility.

3. I feel that "A True Pilot SAFE" is ill-advised at this time for reasons too complex to spell out in detail here. Briefly, my concerns relate to the ability of the present SAFE program to effectively use the results of an enlarged Interim SAFE Pilot without a schedule impact extending well beyond a maximum (?) two year delay in the program. I am not quite as sanguine as to the reaction of RMS, OMB, and the Congress to any suggestion by the Agency of our redirecting or even slightly modifying the scope of SAFE. Metaphors that apply here are: "Let sleeping dogs lay" and "Don't open Pandora's Box." My attitude extends to the redirecting of SAFE's scope to include the Community.

4. It is relatively easy to concur in the recommendation for further understanding of the analysis/analyst methodology described in Section Five (The Methodology's of Evaluation). The sponsor for such work is NFAC with, perhaps, ORD managing the studies. The studies should be geared towards recommending system developments in their closing sections. But the responsibility for system developments should remain the province of the SAFE program office.

5. From personal observation, I feel there is a need to strengthen the methodology AMRD/ORD uses in their computer-related activities. I intend to work with the Division Chief in this area. If there is some specific contribution I could make, please let me know.

15

STATINTL